

28 APR 1965

CONFIDENTIALMANAGEMENT TRAINING

1. By way of a summary statement, management is a recurring and increasingly important theme throughout many of the Agency's training courses. The Agency conducts formal management and supervision courses for employees in grades GS-5 through GS-18. The Agency also makes extensive use of external training facilities.

2. In general, Agency employees are taught the importance of the proper use of personnel, funds, facilities and equipment. In the Operations Support Course, for example, lower-ranking personnel are first introduced to management concepts. At the midcareer level, employees who show promise of eventually filling top executive positions in the Agency take a six weeks' course which includes information on overall Agency management problems. In the Operations Courses, employees are taught that the essence of clandestine operations is really the proper handling and management of agents. These themes are repeated on a more sophisticated level in the three weeks' Chiefs of Station Seminar for senior personnel. As a final example, the Supervisors Reorientation Program of one and one half days' length that was inspired by Mr. McCone was attended by approximately 3,000 employees.

3. The Agency conducts three formal management courses -- Supervision, for employees GS-5 through GS-10; Management, for GS-11 through GS-14; and a Management Seminar, for GS-15 through GS-18. They are one week in length and are held at either the [REDACTED] 25X1A

25X1A [REDACTED]. They are conducted by a small, but highly qualified, professional staff of three GS-15 instructors. This staff is augmented when necessary by outside consultants who are nationally-recognized experts in management training. Supervision and Management have been given since 1955 to a total of 3,050 employees. Emphasis in these courses is on communication, motivation, perception, leadership, team work, problem-solving and decision-making.

25X1A 4. The Management Seminar is of more recent derivation. The Agency reached an agreement in 1964 with [REDACTED] 25X1A [REDACTED]. This agreement provided for the presentation of a one-week seminar in the "Managerial Grid." This was to be the first phase of a training program that could be expanded to include a second phase which would be more extensive in scope and purpose. Since then, three Managerial Grid Seminars have been conducted for a total of

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100 employees in grades GS-15 through GS-18. We have also entered, on an experimental basis, into Phase II of the program with a Pilot Project. For the Pilot Project 84 employees were selected from the Office of Finance ranging in grade from GS-6 through GS-16. We are now well into the Project and expect to continue with it until the end of this year. If it is successful, similar projects could be adopted to expand the training to other Agency units.

5. In the one-week Seminar (Phase I), the participants are arranged in teams and put through a series of carefully-structured exercises designed to give them an understanding of the Managerial Grid System of management. The Managerial Grid provides participants with a conceptual frame of reference, including a common vocabulary, for examining leadership and managerial styles. In addition, it examines ways of achieving more effective team effort. In Phase II of the Managerial Grid, the training is designed to deal exclusively with managerial problems as they arise in an on-going work situation. Therefore, in the Pilot Project now being conducted in the Office of Finance, supervisors at all levels will meet with their immediate subordinates in a series of structured conferences which are aimed at identifying and dealing effectively with actual managerial problems of the units concerned.

6. With respect to external management programs, 247 Agency employees have been enrolled in 114 courses from April 1964 through March 1965. At the midcareer and executive level, Agency employees have been enrolled in such programs as the two Harvard Management Courses, the University of Wisconsin Summer Programs, the American Management Association Workshops, Kings Point, the PERT Training Workshop Seminar, and the Army Management Course at Ft. Belvoir. Full advantage has also been taken of the management courses conducted by the Civil Service Commission. Finally, an increasingly large number of Agency employees have been taking courses in automatic data processing at IBM, RCA, UNIVAC, and at various government agencies.

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